

BOARD OF TRUSTEES MEETING

May 12-13, 2005

Washington, DC

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SCHEDULE

(*Meetings*— Butler Pavilion, 6th floor; *Reserved Parking*— Parking Garage, 6th floor)

Thursday, May 12, 2005

2:00 – 3:00 pm

Campus Life Committee

Board Room

3:00 – 4:00 pm

Academic Affairs Committee

Conference Room

Friday, May 13, 2005

9:30 am – 2:00 pm

Board of Trustees

Board Room

BOARD MEETING

Friday, May 13, 2005 9:30 am – 2:00 pm

Closed Executive Session

General Session

AGENDA

Discussion Items

1. Introduction of Campus Representatives
2. Reports: President, President's Cabinet, Campus Representatives 10
3. Campus Life Committee 33
4. Academic Affairs Committee (General Report) 33
5. Facilities Overview

Executive Session

10/20/05



Arts

COMMITTEES 2002-2005

Executive

George Collins, *Chair*
 Leslie Bains, *Vice Chair*
 Gary Cohn, *Finance & Invest.*
 Tom Gottschalk, *Acad. Affairs*
 Ben Ladner, *President*
 Ed Carr, *At-large*
 Len Jaskol, *At-large*

Academic Affairs

Tom Gottschalk, *Chair*
 Robyn Mathias, *Vice Chair*
 Michael Capellas
 David Carmen
 Jerome King Del Pino
 Michael Forman
 Matthew Pittinsky
 Paul Wolff

Audit

Len Jaskol, *Chair*
 Gary Cohn, *Vice Chair*
 George Collins
 John Petty
 Larry Siegel

Compensation

George Collins, *Chair*
 Leslie Bains, *Vice Chair*
 Gary Cohn

Trusteeship

Leslie Bains, *Chair*
 Ed Carr
 George Collins
 Tom Gottschalk
 Ben Ladner

Campus Life

Pam Deese, *Vice Chair*
 David Carmen
 Jerome King Del Pino
 Margery Kraus
 Robyn Mathias
 Bob Pincus
 Matthew Pittinsky
 Paul Wolff

Athletics

Bob Pincus, *Chair*
 Jack Cassell
 George Collins
 Michael Forman
 Paul Wolff

Finance & Investment

Gary Cohn, *Chair*
 Len Jaskol, *Vice Chair*
 Leslie Bains
 Michael Capellas
 George Collins
 John Petty

Campaign & Development

Gary Abramson, *Co-Chair*
 Gary Cohn, *Co-Chair*
 George Collins, *Co-Chair*
 Leslie Bains
 Ed Carr
 Jack Cassell
 Pam Deese
 Michael Forman
 Robyn Mathias
 Bob Pincus
 Larry Siegel

International Affairs

Michael Capellas, *Chair*
 Leslie Bains
 Jack Cassell
 Fuad El-Hibri
 Michael Forman
 Margery Kraus
 Jeff Sine

MEETING DATES

2005— May 12-13; November 10-11

2006— February 23-24; May 18-19; November 2-3

American University
BOARD OF TRUSTEES MEETING MINUTES
 February 25, 2005

The American University Board of Trustees met in the Butler Pavilion Boardroom at American University in Washington, DC, on Friday, February 25, 2005.

Trustees Present

Leslie E. Bains	Jerome King Del Pino (phone)	John R. Petty
David M. Carmen	Fuad El-Hibri	Robert P. Pincus
Edward R. Carr	Michael R. Forman	Matthew S. Pittinsky
Jack C. Cassell	Thomas A. Gottschalk	John R. Schol
Gary D. Cohn	Margery Kraus	Jeffrey A. Sine
George J. Collins	Benjamin Ladner	Paul Martin Wolff
Pamela M. Deese	A. Robyn Mathias (phone)	

Trustees Absent

Gary M. Abramson	Hani M.S. Farsi	Laurence C. Siegel
Michael D. Capellas	Leonard R. Jaskol	

Administrators

Albert Checcio, *V.P.-Development*
 Gail Hanson, *V.P.-Campus Life*
 Mark Huey, *Assistant to the President*
 Mary Kennard, *V.P.-General Counsel*

Cornelius Kerwin, *Proust*
 Donald Myers, *V.P.-Finance and Treasurer*
 Robert Pastor, *V.P.-International Affairs*
 David Taylor, *President's Chief of Staff*

Campus Representatives

Arish Gajjar, *Student Bar Association*; Zen Hunter-Ishikawa, *Graduate Leadership Council*; Polson Kanneth, *Student Confederation*; David Rosenbloom, *Faculty Senate*

Guests

James P. Joseph, *Arnold & Porter LLP*; Margaret Handmaker, *Mercer Human Resources Consulting*

GENERAL SESSION

(Chair George Collins called the meeting to order at 9:35 am; it concluded at 10:45 am.)

1. **Welcome.** Mr. Collins welcomed new trustee John Schol, Bishop of the Baltimore-Washington Conference of the United Methodist Church; Arnold & Porter attorney James Joseph; and Margaret Handmaker of Mercer Human Resources Consulting.
2. **Finance and Investment Committee.** Committee Chair Gary Cohn summarized the committee's discussion on the proposed FY 2006 - 2007 budget and invited comments from the student representatives. Mr. Kanneth and Mr. Hunter-Ishikawa expressed concern about the potential effect of the proposed tuition increase on attracting and retaining an economically diverse student population. Mr. Cohn noted that financial aid awards track tuition increases so that increases will not put students at a financial disadvantage. He also noted that utility costs continue to rise and that over the past decade AU tuition increases have been below the national average.

Mr. Ladner said that AU faces new pressures as the university moves up in the rankings of best schools, and the university must continue to be sensitive to the relationship of economic pressures to AU's traditional values as the university improves its competitiveness. Mr. Sine asked about the nature of our dependence on tuition and fees and whether any strategies have been developed to decrease our dependence on them for our future growth. Mr. Myers pointed out that more than 80% of our revenue is derived from tuition and another 15% or so comes from student fees for housing, dining, and other fees. He indicated that the current capital campaign is our primary strategy for lessening tuition and fee dependence.

On a motion made and seconded, it was **VOTED** to approve the FY 2006 and FY 2007 budget as presented in the Board materials.

Mr. Cohn expressed the Board's appreciation to Mr. Myers and Mr. Kerwin for their work in developing the new budget, and especially for engaging the entire university community.

3. **Reports.** Mr. Collins asked for questions and comments related to the reports in the Board materials from the President, President's Cabinet, and the Campus Representatives. In response to a question, Mr. Kerwin said that a majority of new freshman chose AU as their "first choice" school. He also discussed the four finalists for dean of the Kogod School of Business, noting the high caliber of their qualifications as well as the excellent work of the search committee.

Mr. Collins asked about privacy issues related to a student applicant's mental health and the university's use of mental health self-assessments for its students. Ms. Hanson said that in the admissions process no questions can be asked about a student's mental health before admission. She said the university uses several different on-line self-assessment tools as a means of providing assistance to students. The university also provides other means of monitoring and assisting students while continuing to respect their privacy.

In response to Ms. Mathias' inquiry about the China Project, Mr. Ladner summarized the status of discussions relating to the possibility that AU might assist in establishing a new

American-style university on the model of our efforts in the UAE and Nigeria. Ms. Kraus said that 20% of APCOWorldwide's workforce is in China, and offered to assist.

In response to Mr. Wolff's question about Asian studies, Mr. Kerwin said that AU has an interdisciplinary Center for Asian Studies, which coordinates Asian studies courses and activities, and in response to Mr. Petty's question, Mr. Ladner summarized the goals for the AU Abroad and Abroad at AU programs.

Mr. Cassell asked Mr. Kanneth and Mr. Hunter-Ishikawa about progress on parking issues. They said Ms. Hanson and Mr. Taylor had set up a committee to address student concerns, and they thanked them for their leadership. The student representatives thanked the Board for its receptiveness to AU student views and for the honor of serving as campus representatives. Mr. Ladner praised the student leaders for their even-handed approach to a wide range of issues during the year.

Mr. Wolff highlighted the exceptional positive publicity the university and the law school received from hosting Supreme Court Justices Stephen Breyer and Antonin Scalia.

4. **Campus Life Committee.** Ms. Deese reported that the committee heard a presentation by Ms. Hanson and her staff on communicating with parents and privacy laws related to students. She noted that the university has a plan of action for situations related to students and their mental health.
5. **Academic Affairs Committee.** Mr. Gottschalk praised the academic administration for using the 15-Point Plan to set criteria to attain and measure progress. He noted that the new budget allows for significant growth in the academic area.

EXECUTIVE SESSION

(Chair Collins called the meeting to order at 11:00 am; it concluded at 11:25 am.)

PRESIDENT'S REPORT

President Benjamin Ladner

1. **Record Accomplishments.** For the third successive year, the university has set records for achievement in the areas listed below.

	<u>2005</u>	<u>1994</u>
1. Applications:	13,560	4,600
2. Admissions selectivity	51.3%	81%
3. Freshmen GPA	3.55	3.2
4. Freshmen SAT	1285	1133
5. AU 1 st choice school	65%	50-55%
6. Annual cash raised	\$18 million	\$6 million
7. Largest single gift	\$15 million	\$2.5 million
8. Alumni giving rate	20%	6%
9. Freshmen retention	90%	84%
10. Students studying abroad	850	400
11. Rankings: AU	86 (51 for privates)	122
• SPA	10 (2 progs.- top 5)	18
• SIS	10	15
• WCL	47 (2 progs.- top 10)	Unranked
• KSB	85 (MBA prog.- 47)	Unranked
12. Athletic league titles	6	0
13. Student athletes GPA	3.2	2.9
14. S&P rating	A	Unrated
15. Endowment	\$251 million	\$29 million
16. Budget	\$375 million	\$180 million
17. Faculty grants	\$14 million	\$5 million
18. Faculty salaries	Level I (AAUP)	Level II (AAUP)
19. Staff salaries	Above region mean	Below region mean
20. Scheduled campus events	12,200 annually	
21. Student-family visitors	385 annual daily avg.	??
22. New or renovated bldgs.	75% of campus since 1994	
23. Student volunteers	90% of student body over four years	
24. Technology	Award: Top Ten Most Unwired Campuses in US	
25. Landscape	Campus Certification as Arboretum	

2. **Presidential Management Competition.** AU ranked # 1 among all universities in the prestigious Presidential Management Competition, ahead of Harvard, Columbia, Georgetown, George Washington, and others.
3. **Boren Graduate Fellowships.** AU has the highest number of students (13) of any school competing for Daniel L. Boren Graduate Fellowships. The Boren fellowships enable U.S. graduate students to specialize in area and language study or to broaden their education by adding an international dimension.
4. **Campus Life Award.** Our International Student Services (ISS) office was recently awarded one of four "Best Practices" Awards in international education by the National Association of Student Personnel Administrators (NASPA). Our award category was "International Programming - Campus Based." It reflects AU's program series that includes "TALK: Taking

Action to Learn About 'Kulture'," the International Friendship Program, Traveling Gourmet, Roadtrip USA, and Global Nomads. The award was presented at the NASPA Annual Conference in Tampa, FL in March

5. **Research on AU's Rise in Rankings.** A University of Cincinnati researcher recently notified us that he had been monitoring AU's rapid rise in academic rankings. He said because it was so unusual, he would like to visit AU "to see how we had done it." He reported that AU was one of only six private universities that had seen such a dramatic advance in the *US News & World Report* rankings. In his visit with our staff he said he was particularly struck by the 15-Point Plan and its implementation.
6. **Student Research Awards.** For the fifth straight year, AU will be the most published academic institution in the faculty refereed *National Conference on Undergraduate Research Journal* when it is released in August. This year, all 36 AU student essays were accepted for publication. Of these, 24 received a Number 1 Rating, eight received a Number 2 Rating, and the rest received a Number 3 Rating (none received a Number 4 Rating). The Editor-In-Chief of the *NCUR Journal*, Dr. Robert Yearout, said, "In my 19 years of NCUR, I have never seen such a group of great papers." This year's NCUR, held in April at the Virginia Military Institute and Washington and Lee University in Lexington, Virginia, was the most competitive ever, with 4,000 abstracts submitted and 2,000 abstracts accepted for presentation. More than 6,000 students, faculty and administrators from 400 colleges and universities in the U.S. and abroad attended the meeting.
7. **Commission on Federal Election Reform.** Former President Jimmy Carter and former Secretary of State James Baker are co-chairing a major commission to recommend needed changes to U.S. federal election laws and procedures. A previous commission chaired by former Presidents Carter and Ford led to the adoption of the Help America Vote Act (HAVA). Commission meetings will be held at AU, at the Baker Center in Houston, at the Carter Center in Atlanta, and again at AU in September 2005, when the Commission will conclude its work and make its recommendations to Congress. The Commission is meeting under the auspices of AU's Center for Democracy and Election Management. Dr. Robert Pastor, AU Vice President of International Relations, is serving as director of the Commission, and I was appointed to the 21-member Commission.

The first meeting was an all-day session on AU's campus, accompanied by great fanfare and extensive media coverage (including all-day taping and broadcast by C-SPAN and coverage by the *Washington Post*, *National Public Radio*, Associated Press, and other national and local outlets).

8. **WAMU 88.5 FM.** Due to David Taylor's excellent management and leadership as Acting General Manager of the radio station during the past year, as well as the success of corporate marketing and individual giving, station revenues exceeded expenses in FY05 by nearly \$1 million. We can now determine a fair distribution of overhead and develop a long-term plan for both overhead and building the reserves. The new General Manager, Caryn Mathes, began on March 1. She will undertake a major strategic planning effort and is eager to strengthen the major gifts area by aligning WAMU more effectively with the "AnewAU Campaign."
9. **Media Spotlight on AU Technology.** Recent coverage has put AU students at the forefront of how technology is changing campus life, which included *Washington Post* coverage of how cell phones are making wired phones obsolete in campus housing, and stories about AU's collaboration with "Ruckus," a network for legally downloadable movies and music, which appeared on *NBC News 4*, the *PBS Nightly Business Report*, and in the *Washington Post* and nationwide via Associated Press.
10. **Katzen Arts Center.** The Cyrus and Myrtle Katzen Arts Center is only a few weeks away from completion. After we take possession of the building and move in during the summer, there will be a series of opening events for the AU community, the neighborhood, and other AU constituencies, culminating in the grand opening at the President's Circle Dinner in October.

11. **Methodist Affiliation Renewed.** Following an extensive review by an outside team of academic leaders from other Methodist-related universities, The General Board of Higher Education and Ministry of The United Methodist Church recently notified us that AU continues to meet acceptable criteria as a Methodist-affiliated institution. The review, which was completed last fall, focused not only on university ties to the church, but also on academic standards, institutional integrity, course offerings, and other categories. AU was commended for its strategic plan, the high quality of its academic programs, and its international outreach. AU has been affiliated with the Methodist Church since the university's founding in 1893.
12. **SIS Building Update.** We continue to work with architects to finalize what are increasingly exciting and distinctive building plans. When these are completed in the next couple of months, we will begin a series of meetings with neighborhood representatives, after which we can seek city approval for the project, which we hope will be granted later this calendar year.
13. **Army Corps Activities.** The Army Corps will resume activity on Lot 18 (behind the Hamilton, Public Safety, Kreeger, Rockwood, and Financial Aid buildings). After temporarily suspending operations on January 21, 2005 due to federal budget constraints, the Corps has revised work and safety plans to expedite the cleanup while maintaining safety protocols that protect the health and safety of the on-site workers and campus community. Mobilization will take place in late April, and the cleanup will resume in June with operational adjustments to quicken the pace. The Corps now projects work completion by March 2006. The university closely monitors the Corps' operation, and our independent expert, Dr. Paul Chrostowski, will continue to review the Corps' work and make appropriate recommendations. The Army Corps also receives environmental health and safety input from EPA and DC Health. As a result, we are confident that the health and safety of the campus are being protected.
14. **President's Travels.** Since the February Board meeting, I have had an unusually heavy travel schedule to advance AU's interests in fundraising, alumni relations, admissions, and international relations. It has included New York, Chicago, Boston, Minneapolis, Atlanta, St. Louis, Phoenix, San Francisco, Indianapolis, Los Angeles, Paris, London, Sharjah (UAE), Abuja and Yola (Nigeria), among others.

PROVOST'S REPORT

Provost Cornelius M. Kerwin

Key Issues: New Dean of Kogod School of Business • Enrollment • Competition for Faculty • Progress on the 15-Point Plan

1. **Dean of Kogod School of Business.** Dr. Richard Durand has been appointed the new Robert and Arlene Kogod Fund Dean of the Kogod School of Business. Since 1999, he has been the Herbert Ehlers Dean of the College of Business and Economics and Professor of Management and Marketing at Lehigh University. Prior to that he was Professor and Chair of the Faculty of Marketing in the Robert H. Smith School of Business at the University of Maryland. Dr. Durand has a strong record in such areas as recruiting and developing faculty, influential research and scholarship, excellence in teaching, new academic and outreach programs, and special attention to career counseling and student placement. He has an excellent record of establishing strong ties to the business community and is a proven fund-raiser. We are indebted to the excellent work of the search committee, led by Professor Edward Wasil.
2. **Enrollment.** At this writing the prospects for enrollments for the next academic year are mixed. Summer enrollments are currently on track to meet budget targets for the first time in several years, due mainly to more realistic goals and an exceptionally aggressive recruitment effort undertaken to arrest the erosion in this area. Deposits for the freshman class are virtually identical to last year's figures but with a dramatic increase in quality. We also have exceeded our

goal for applicants to the University College pilot offering. At this writing it appears we will not meet the budget target of 1325 regular freshman. But, we have made considerable progress on the rate of admission (51.3%) and incoming SAT scores (up 20 points) and grade point averages (up .5). Yield remains the most significant challenge we face in our effort to maintain freshman enrollments at budgeted levels while steadily improving quality indicators. Other categories of enrollment range from solid to strong. The Washington Semester is on track to meet its overall enrollment goals. At this writing, transfer deposits are up nearly 10% and deposits for the master's degree cohort have increased by a similar number. Deposits for our doctoral programs are up by over 80%, reflecting very strong demand for these programs. The deans report remarkable successes in their competition for their strongest applicants. The Washington College of Law's J.D. applications are essentially tracking a national decline in the range of 5-6%, but this is not expected to impact the size or quality of the incoming class. Applications for the LL.M programs are up. We had a record-breaking 13,564 applications for the 2005 entering class, an increase of over 11% over 2004, and admitted a record low of 51.3% of applicants. Qualifications were also the highest ever, with mean combined SAT scores of 1280 and mean high school grade point averages of 3.55. Our focus is now on conversion activities to ensure the entering class meets targets for both quality and numbers. Those activities include the annual Freshman Day, a series of regional conversion events, and intense activities in the schools and colleges, coordinated with the Office of Enrollment.

In response to a request at the February 25 Board meeting, I have enclosed the most recent statistics on retention (See Academic Affairs Committee, p. 33). It is important to note that this past fall's retention rate for freshmen is the best ever, and we are retaining the highest percentage ever of students between the second and third year.

The Board also inquired about the experiences of our students following graduation. At this writing, we are in the process of compiling current information through our annual graduation survey. We will report the results of this effort at the November meeting of the Board.

3. **Competition for Faculty.** We have reported previously on our policy to respond in kind when valued faculty members are approached by other institutions. This year we were successful in one case, but unsuccessful in several others. The details vary considerably and will be reported to the Academic Affairs Committee, but the impact was felt in the Washington College of Law and School of Public Affairs. The Faculty Senate has recently developed recommendations for a differential teaching load, which is an important factor in competing offers.
1. **Progress on 15-Point Plan.** We will launch the *University College* initiative (Point 3) this fall with a pilot project involving roughly 10% of the incoming freshman class. It consists of a freshman seminar, focusing on key themes developed in the 15 Points, and a related residential experience. The Faculty Senate has issued recommendations on *differential teaching loads* (Point 9). The next steps are actions in each of the schools and colleges to establish criteria for reduced teaching loads and related work to determine the effects of this critical step in faculty development on other academic objectives. The budget for the next two fiscal years provides funding for the *Presidential Research Fellowships* (Point 7). We continue to receive confirmation that we are making progress on the overarching goals of the 15 Points with regard to academic quality and distinction (see # 5, next section).
2. **Selected Accomplishments of Faculty and Students.**
 - a. AU ranked # 1 among all universities in the recent Presidential Management Competition, ahead of all local universities, Harvard, Columbia, and others.
 - b. **School of International Service**
 - Akbar Ahmed, Professor of International Relations and Ibn Khaldun Chair of Islamic Studies, was named 2004 Professor of the Year for Washington, DC, by the Council for Advancement and Support of Education (CASE).

- Paul Williams, Professor of Law and International Relations, and the Public International Law and Policy Group were nominated for the 2005 Nobel Peace Prize.
- Professor James Mittelman was elected Vice President (President-elect) of the International Studies Association. Dr. Mittelman was also the recipient of the Finnish Academy of Sciences Research Award.
- Associate Professor Michelle Egan received the European Union Jean Monnet Professorship.
- Associate Professor Carolyn Gallaher received the National Institute for Regional and Spatial Analysis research award at the National University of Ireland.
- Assistant Professor Marwan Kraidy received the Woodrow Wilson International Center for Scholars Fellowship.
- Associate Professor Mustapha Kamal Pasha received the Japan Society for Scientific Research Fellowship.
- Assistant Professor Sharon Weiner was awarded the American Academy of Sciences Fellowship.

c. School of Public Affairs

- Professor Howard McCurdy was appointed to the NASA advisory committee (NASA Robotic and Human Lunar Exploration Strategic Roadmap Committee) planning the return to the moon.
- Assistant Professor Todd Eisenstadt won a post-doctoral fellowship from the Center for Mexican Studies at the University of California in San Diego to spend a year in residence doing research. This is one of the most prestigious fellowships in the field of Latin American Studies.
- Associate Professor David Lublin won a German Marshall Fund Fellowship for his research on European minorities and electoral representation.
- Distinguished Adjunct Professor in the School of Public Affairs Bernie Rosen was awarded the prestigious Medal for Meritorious Service by the U.S. Office of Personnel Management. This is considered the highest honor bestowed by OPM.

d. Washington College of Law

- Dean Claudio Grossman was invited to join the Advisory Board of the Latino and Latin American Institute of the American Jewish Committee (AJC).
- In the most recent *U.S. News and World Report* rankings, WCL was # 5 in international law, # 23 in clinical programs, and # 47 overall.
- WCL placed first in the recent national moot court competition in international law.

e. Kogod School of Business

- Professor Peter Chinloy won the award for the best article in the *Journal of Real Estate Research*.

f. School of Communication

- The Center for Social Media, directed by Professor Pat Aufderheide, received a two-year \$1 million Ford Foundation grant as the first installment in a five-year commitment to serve as a "public media think-tank" for a \$50 million, 12-grantee initiative to inform and shape the future of public TV, radio and new digital services in the U.S.

g. College of Arts and Sciences

- Mary Garrard, Professor Emerita of Art, received a lifetime award from the Women's Caucus for Art, a national professional organization. Her new book, *Redeeming Female Agency: Feminist Art History After Postmodernism*, eds. Norman Broude and Mary D. Garrard, University of California Press, was published in February 2005.

- Barbara Bergmann, Professor Emerita of Economics, was chosen as the 2004 recipient of the Carolyn Shaw Bell Award. The award is given annually by the AEA Committee on the Status of Women in Economics Professions to an individual who has furthered the status of women in the economics profession.
- “Jo” Safrit, Professor Emerita, and Professor Robert Karch, health and fitness, were appointed to the Science Board of the President’s Council on Physical Fitness and Sport.
- Kelly Feltault, Anthropology, Ph.D. student, was awarded the Eric Wolf Prize from the Society for the Anthropology of Work for her paper on race, gender, and class issues among the crab pickers of Hoopers Island (Maryland). She also received a Foreign Language and Area Studies (FLAS) fellowship that will allow her to attend the Southeast Asian Summer Studies Institute [SEASSI] this summer to study Thai and take several Southeast Asian studies classes.
- Carey Myers, senior in Chemistry, was awarded a Fulbright Fellowship for research at the University of Limerick, Ireland, during the 2005-2006 academic year.
- Forrest Dunbar, a junior from Fairbanks, Alaska in the School of International Service, received the prestigious Truman Scholarship. This award carries a \$30,000 scholarship and is the highest honor a US college student can receive seeking a career in public service.
- SIS masters students were first in the USA for the following three fellowship competitions: Boren Graduate Fellowships; Emerging Markets Developing Advisees (EMDAP) Fellowships-Commerce Department awards for Development Management; and Professional Management Fellowships.

FINANCE AND TREASURER REPORT

Vice President Don Myers

Key Issues: Financial Management • FY2006 and 2007 Budget • Technology • Capital Projects • AU Honors • Other Initiatives

1. Financial Management

- a. **FY2005 Operating Results.** The university completed another successful fiscal year and is currently in the process of year-end closing. Although Washington College of Law and other graduate tuition revenue exceeded budget, there was a shortfall in core undergraduate tuition revenue. In addition, the university experienced another year of non-degree tuition shortfalls at both the undergraduate and graduate levels. On the expenditure side, the university was able to maintain lower spending levels. Therefore, we anticipate that financial results for the year will be in equilibrium.
- b. **School as Lender.** We completed the first loan sale under the new School as Lender program, a sale of over \$37 million in graduate student loans. Citibank indicated that this was one of the largest first-time sales they had experienced to date. The popularity of this program was the result of our providing these loans to graduate students at a 0% origination fee, a significant reduction from the 1.5% origination fee they are required to pay through the direct lending program.
- c. **Endowment Valuation.** As of March 31, 2005, the value of the university’s endowment was approximately \$262 million.
- d. **Fiscal Years 2006 and 2007 Budget.** The budget for fiscal years 2006 and 2007 approved by the Board at the February 2005 meeting has been implemented. A special report from the President to the community has been issued (*see enclosure*). The provost and vice presidents received budget allocations for their respective areas.

2. **Technology: Disaster Recovery/Business Continuity.** The Office of Information Technology is evaluating alternative disaster recovery/business continuation strategies for the institution by planning a remote data center. The most promising option under discussion would be a partnership with George Washington University at their data center located 30 miles away in Ashburn, Virginia. Anticipated is the ability to maintain up-to-the-minute duplicate copies of mission critical data at the remote site, and sufficient server capacity to provide IT support to truly essential academic and administrative operations in the event that a disaster disables the primary data center near the campus. Linking the primary and remote sites will be a high-speed fiber connection, possibly supplemented by a diversely routed fiber or digital radio link.
3. **Capital Projects.** Construction on the *Katzen Arts Center* is expected to be completed and the certificate of occupancy issued by May 15, 2005. Installation of furnishings and specialized equipment as well as outfitting the gallery are scheduled to be completed in early June, at which time the art departments will move into the building. Renovation of the McCabe building to house an expanded and improved *Student Health Center* was completed at the end of April. The second floor of the building will accommodate additional faculty offices.
4. **Grounds Award.** For the second consecutive year, the grounds maintenance staff has won the Professional Grounds Management Society's Green Star Grand Award. This national award is given for outstanding maintenance in the urban campus category.
5. **2005 Staff Recognition.** Each year the university recognizes the service and contributions made by university staff through a staff-awards and years-of-service recognition luncheon, a 20-year club dinner, and a staff appreciation picnic. This year we will recognize 117 employees who have marked five, ten, or fifteen years of service. Eleven staff members will be inducted into the 20-year club; 10 staff will celebrate 25 years of service; 3 staff will celebrate 30 years of service; and 1 staff member will celebrate 35 years of service. Also, five individual and four group awards will be given for innovation, teamwork, customer focus, and service to the AU community.
6. **New Long-Term Care Insurance Program.** A new voluntary long-term care insurance program has been implemented, effective April 1, 2005. In partnership with the Todd Benefits Group, approximately 90 eligible full-time faculty and staff participated in the program, which exceeded the initial enrollment goal of 5%.

CAMPUS LIFE REPORT Vice President Gail Hanson

Key Issues: New Student Representatives • Housing Outlook • Ruckus Network • AU's Coffee Choice • Student Health Insurance • Bringing Theory to Practice Grant • Campus Life Directors Retreat

1. **New Student Representatives.** AU's new student government leaders will be introduced at this meeting. The undergraduate government has adopted a new constitution and changed its name from "Student Confederation" to "Student Government." Kyle Taylor is the new SG president. An Honors Program junior in SIS from Anaheim, CA, he was acting vice president in 2004. He studied in Belgium last year and is an RA in McDowell Hall. Second-year WCL student Adam Cohen, from Edison, NJ, is the new president of the Student Bar Association. He was on the staff of the *Administrative Law Review* and president of its Law and Government Society. He is a Phi Beta Kappa graduate of the University of Maryland, with an M.A. degree in government from the University of Pennsylvania. The new executive chair of the Graduate Leadership Council will be announced soon.
2. **Housing Outlook.** 1,480 students participated in Room Draw for 2005-06 on-campus housing, a 52% retention rate. This is consistent with recent years and with national trends of upperclassmen increasingly remaining on campus, principally for convenience. There are 209

signed leases for Park Bethesda [585 spaces] with leasing to new graduate and law school students just beginning. To improve Park Bethesda's financial performance, preference is being given to students signing 12-month leases, and aggressive efforts are underway to identify summer tenants for apartments leased for nine months. NIH will fill 40 beds this summer and some intern groups will be redirected there. Stepped up promotional efforts are also yielding more summer business on main campus. There will be few vacancies between June 12 and August 12, thanks largely to 40 new conference groups that will fill brief vacancy periods in the otherwise full calendar. Summer housing clientele is rounded out by a substantial commitment to house high school students in the National Student Leaders Conference, individual interns and intern groups, and summer school students. If trustees know non-profit groups and interns interested in AU summer housing, we would welcome referrals. The assistant director for housing programs is Chris Moody, 202-885-2623, moody@american.edu.

3. **Ruckus Network**. The Ruckus Network, launched in February 2005 as a pilot program for the spring semester, has gotten mixed reviews from resident students. Less than half of the resident student population has downloaded the service. While Ruckus staff members have visited the campus twice since the launch to boost the program's visibility and talk with students about planned enhancements, the number of subscribers has been essentially flat for several weeks. Students cite a couple of reasons for their disappointment with the service. Some think the music selection is limited, though the music library boasts over 700,000 titles. More importantly, the program is not Mac-compatible, and the music is not portable – it can't be loaded onto I-Pods, because it is leased, not owned. In a week or so we will send an electronic survey to resident students in a final effort to collect broad-based input on the service. The response will be weighed in our decision whether to renew the service for the coming academic year. We think it is important for the university to offer students a legal downloading alternative, so if we decide that Ruckus is not it, we will explore other options in consultation with student leaders.
4. **AU's Coffee Choice**. For over a month, the campus has been engaged in a vigorous dialogue about institutional values, Fair Trade, and AU's choice of a coffee vendor for the first floor of Mary Graydon Center. Two vendors were the focus of the discussion: Starbucks and Pura Vida. President Ladner recently announced the selection of Pura Vida. Starbucks is launching a new division targeting the college and university market and characterized by an enhanced corporate responsibility profile. It will feature a Fair Trade-certified coffee under a new trade name in addition to its standard product line. Starbucks wanted AU to be its beta site. Pura Vida is a unique coffee vendor, brought to our attention by our Dining Service, Bon Appetit. It is a 501(c)(3) that operates exclusively on college campuses and serves only 100% Fair Trade, shade grown, organic coffees, teas and chocolate. Company profits support programs and social services for children and families in coffee-growing countries.
5. **Student Health Insurance**. Escalating health care costs, coupled with our loss experience over the last couple of years, made this a difficult year to negotiate a favorable renewal rate for the student health insurance plan. The 2004-05 rate for 12 months of coverage was \$950. The 2005-06 rate will be \$1,165, including increased major medical coverage. A notable driver behind the increase is exceptional claims experience for prescription drugs, principally anti-depressant medications. The AU student plan is negotiated by Mercer with input from subscribers and from the staff who administer the plan on campus. In response to the interests that these stakeholders expressed, there will be several changes in the 2005-06 plan. A separate major medical plan will be folded into the basic plan, increasing its major medical coverage from \$50,000 to \$250,000 per medical event. This increase is in keeping with best practices and is recommended by insurance consultants. Recognizing that the university has several programs that end in December, we will offer subscribers who are in these programs an "opt-out" opportunity at mid-year. These students may retain coverage through August or terminate coverage at the end of December and request a pro-rated refund of their premium. Also, recognizing that the new

Student Health Center will offer a wider range of services and that we must take some steps to limit the increase in premium, next year's plan will change the co-pay ratio on referrals from 90/10 to 80/20. While we are concerned about the amount of this year's premium increase, it is still within the \$1200 range of student health insurance plans at comparable universities.

6. **Grant for Bringing Theory to Practice.** Campus Life and Academic Affairs have received a \$10,000 grant from the Bringing Theory to Practice Project— A Project Addressing Depression and Substance Abuse among Youth (Ages 15-25) Through Engaged Learning and Service. The project is coordinated by the Association of American Colleges and Universities. Funding is from the Greve Foundation. Grant funds will be used to support out-of-classroom activities associated with the University College pilot being launched in the fall. Survey data tell us that a substantial percentage of undergraduates rate AU below its peers in providing an environment that supports their academic and social success. We think that the University College, which will feature small, four-credit seminars and intensive engagement with faculty and program associates (upperclassmen who will oversee out-of-class programming), provides an opportunity to test the theory that students who are deeply engaged learners are less likely to experience depression and less likely to abuse alcohol and other drugs. Assistant Vice President and Dean of Students Faith Leonard is the principal investigator for the grant project.
7. **Campus Life Directors Retreat.** Campus Life's annual retreat for its 15 department heads is thematic and framed by a text that addresses either an organizational development issue or an emerging trend in student affairs. This year, we will read *Learning Reconsidered: A Campus-Wide Focus on the Student Experience* as a stimulus for a retreat that focuses on student learning and assessment in activities outside the conventional classroom. All members of our division and several invited campus colleagues will join us for a pre-retreat address and discussion by one of the book's contributing authors, Dr. Gwendolyn Jordan Dungy, Executive Director of NASPA – Student Affairs Administrators in Higher Education. The pre-retreat session is on campus at 10 a.m. on May 18. We would welcome participation by interested members of the Board.

UNIVERSITY RELATIONS REPORT

Vice President Al Checcio

Key Issues: *AnewAU* Campaign and Development Update • Alumni Programs and Annual Giving • Athletics and Recreation • University Marketing and Communication

1. **AnewAU Campaign and Development Update.** The Office of University Relations continues to make major strides in the \$200 million capital campaign effort. \$101.8 million has been raised through March 31. This represents significant progress compared to the \$63 million raised when the campaign was launched 18 months ago. The initial goal of raising \$100 million by May 2005 has been exceeded by nearly \$2 million, months ahead of schedule. A strategic plan has been created and approved by the campaign steering committee with an internal goal to complete the campaign by April 2009. Appropriate measures are being implemented internally to work toward this goal.

AU's cash-in-hand total through March 31, 2005 stood at \$15.8 million, compared to \$17.1 million through the same time period the previous fiscal year. This can be attributed to a major campaign pledge payment that was due in March but has not yet been made. The FY05 cash goal is \$20 million, which, if achieved, would represent the first time in the history of the university the \$20 million dollar mark was reached. AU is on target to meet this goal, provided all pledge payments are made before April 30. Through March 31, alumni giving reported in at more than \$8.8 million, compared to \$6.3 million through the same period in FY04. This increase is attributed to the onset of major pledge payments made possible by *AnewAU*. School-

based giving exceeded \$9.2 million, compared to \$6.6 million last year, mostly as a result of major pledge payments on new campaign pledges.

The annual scholarship luncheon was held on campus on April 20, 2005. More than 225 donors, students, and university representatives attended. Management and organization of campaign prospects and major gift strategy planning has led to a significant number of new presidential level prospect calls, and there has been a major effort underway to involve the president with many of these individuals over the next four months. A coordinated strategy is in place with the deans, driven by the Office of University Relations, to elevate and systematically cultivate and solicit all campaign prospects of \$500,000 and higher. A major effort in this strategy is to involve the president, if and when appropriate, with all prospects who are expected to give at this level. Meetings have taken place to review all \$500K and higher prospects to ensure that this approach is carefully and strategically implemented.

Over the next year, major campaign events will include the opening of the Katzen Arts Center and the kickoff of at least one more school/college/division campaign.

2. **Alumni Programs and Annual Giving.** Campaign kick-off receptions have been completed in a total of 10 cities throughout the U.S. and Europe. The three most recent events--in San Francisco, Los Angeles, and Atlanta--were hosted by alumni, either in homes or at a private club. Boston and New York are the last two major cities where all-alumni events still need to be conducted, with the possibility of smaller-scale events in secondary cities to be planned over the course of next year. Planning continues for the President's Circle Dinner scheduled for October 20, 2005, and the all-alumni cocktail reception, which will be held on October 22 during Homecoming/Family Weekend. Both events will be held at the Katzen Arts Center.

As of March 31, 2005, the number of alumni donors for the fiscal year stood at 12,687, compared to 11,343 as of March 31 last year. A total of 1,350 additional alumni donors must be secured in April to meet the goal of 20% participation. The faculty and staff campaign has a goal of 800 donors this year. As of March 31, 573 employees had contributed, compared to a total of 516 at the same time last year.

The annual Senior Class Toast will again be held during commencement weekend, on Saturday, May 7, at the Ritz Carlton Hotel. Close to 1,000 students, parents, and family members are expected. This year's senior class gift is to name the student lounge in the Katzen Arts Center, with an additional gift to the Library Endowment Fund if enough funds are raised. The goal is \$60,000. As of March 31, close to \$30,000 has been raised.

3. **Athletics and Recreation.** On February 24, 2005, the Department of Athletics and Recreation announced the discontinuation of Men's and Women's Tennis and Men's Golf. In subsequent actions, the decision was made to eliminate these sports at the end of the 2005-2006 school year rather than 2004-2005. In honoring our commitment to the student-athletes affected, those on scholarship will continue to receive their grant-in-aid through their four years, should they decide to remain at AU.

We have had a 72% increase in cash giving YTD, and we will reach over \$500,000 in athletic giving for the first time in the last six years. We hosted 12 athletic alumni events during the spring semester, including the 2005 Stafford H. Cassell Hall of Fame dinner, which launched the Department of Athletics and Recreation's \$7.5 million capital campaign. The main event for the summer will be the 2005 Eagles Club Golf Classic at Bretton Woods Country Club on June 28th starting at 11:00 am.

Work on the completion of the new William I Jacobs artificial turf field is again underway and should be completed by May 15, 2005. Construction was halted in November due to winter weather.

The Jacobs Fitness Center is averaging 1,200 visits per day this semester. Exercise classes are being added, and many are at or near capacity now. Additionally, intramurals enjoyed a busy fall

with participation in flag football and soccer exceeding last year's numbers. The fall semester ended with nine active, competitive clubs.

4. **Winter and Spring Sports Highlights**

- Men's basketball finished with a 16-12 record, the fourth straight winning season under Coach Jeff Jones.
- Women's basketball finished 12-16 overall and 7-7 in the Patriot League. Head Coach Melissa McFerrin tied for the highest first-year winning percentage, .429, by any first-year AU coach.
- The men's swimming and diving team finished in 5th place at the PL championships. The men's team had four All-Patriot League selections.
- The women's swimming and diving teams finished in seventh place at the League championships. Freshman Meghan Thiel was named co-female swimmer of the meet and female rookie of the meet after setting three pool records, including the AU, Patriot League and pool record in the 1650 Freestyle and the pool record in the 200 Freestyle.
- The 2005 men's wrestling season has been the most successful since the program's beginning in 1955. Senior Daniel Waters became AU's first wrestling All-American in history, taking eighth place at the 75th NCAA wrestling championships. The Eagles set a program best by sending four wrestlers to the NCAA championships. The most recent accolade went to Josh Glenn who was named EIWA Freshman of the Year.
- Men's indoor track finished third and the women fifth at PL indoor championships.
- Keira Carlstrom was named PL Athlete of the Meet for the second consecutive year.
- Highlights from men's golf include a second-place finish at the Bridgewater College Invitational and an 11th place finish at the prestigious ODU Seascaple Collegiate Invitational. This spring the Eagles placed 11th at the Emerald Coast Collegiate and in the process finished ahead of Patriot League foe, Navy.
- The men's tennis team, as of April 5, holds an 11-3 record. Two of the Eagles three losses have come against nationally ranked Old Dominion and Winthrop.
- The women's tennis team has struggled in the spring after season-ending injuries plague the Eagles. The Eagles currently have a 1-13 record overall.
- Women's lacrosse is 3-0 in league play, tied for first. They are 5-6 overall.
- The men's outdoor track team was predicted to finish third and the women fifth in the PL preseason poll. Zaia Wharton was named Patriot League Track Athlete of the Week for the week ending March 28.

5. **University Marketing and Communications.** In anticipation of the opening of the Katzen Arts Center, the university marketing and communications team is working with Media Relations and with Jack Rasmussen, the director and curator of the Katzen Arts Center Galleries, to plan promotional events and media strategies. The design team recently created a logo for the center that will be used on all future promotional materials.

Additionally, we are implementing marketing plans to increase enrollments in summer courses by current AU students and high-school students from the Metropolitan Washington area. Work continues with the School of Communication on graduate enrollment strategies, event promotion, and preparations for the launch of their capital campaign. We are also working with the School of Public Affairs on graduate advertising initiatives, and with the College of Arts and Sciences to promote the performing arts, sciences, and literature programs.

American Weekly will publish three issues this summer for the first time and continue its online version to keep the AU homepage dynamic. Writers and designers are working on promotional books for SOC, SIS, and CAS using previously published articles about faculty and students from the *Weekly*. The *American Magazine* will be out in early June.

INTERNATIONAL AFFAIRS REPORT

Vice President Robert Pastor

Key Issues: AU Abroad • Abroad at AU • Center for North American Studies • Center for Democracy and Election Management • AU's International Presence • Communications

1. **AU Abroad.** AU Abroad continues to implement the recommendations of the Global University Project Team. The new office location in the Rockwood Building on Main Campus allows us to provide students with more personalized assistance, and with increased marketing, there is a marked increase in student applications to study abroad.

The number of AU Abroad programs has increased to 84 (from 15 in 2002), with seven new MOAs with prestigious universities signed since February. This semester, 64 students are directly enrolled at our new partner institutions, an increase of 330% over last semester— nearly a quarter of all our students studying abroad. For fall 2005, approximately 90 students will directly enroll at our new partner institutions, an increase of 42% over last semester.

The Nairobi, Kenya program had a very successful inaugural semester with nine students, a number that will at least double in the fall. Eight students have applied for the Southern Africa program in the fall, which allows students to choose from four top South Africa universities. Increased marketing and targeted advising have led to a near doubling of applications for the China program for fall 2005 (29 versus 15 in fall 2004).

Students can now study abroad for both semesters at all our sites rather than only one semester. For some programs in non-English speaking countries, we are increasing the level of language immersion. We have dramatically increased offerings abroad for the upcoming summer session, from 10 sites in 2004 to 32 sites in 2005. We are emphasizing language immersion programs for summer study and promoting the idea of studying language in the summer before semester abroad. We will add a summer study abroad site in South Africa in 2006.

Students can now complete program evaluations on-line. In response to student demand, we are also assessing how some sites might serve AU graduate students.

This spring, 259 AU students are studying abroad in AU programs, an 11% increase over last year. The joint fall 2004-spring 2005 enrollment shows a total of 543, a 28.4% increase over budget and a 13.6% increase over last year. We have received 120 applications from AU students for summer 2005 study abroad, compared to 94 for summer 2004, an increase of 27%. For fall 2005, a record total of 435 applications from AU students have been received for AU Abroad programs, compared to 306 applications for fall 2004, an increase of 42%. Moreover, the number of Permits to Study Abroad at non-AU sites continues to decrease. This spring only 10 permits were issued, as compared to 69 issued for spring 2004. Since more students are able to study abroad through AU's own programs rather than turning to other programs via a permit, the university is able to capture tuition revenues that would otherwise be lost. For the 2004-5 fiscal year, the reduction in permits represents an increase in gross tuition revenues of approximately \$600,000 for the university. For fall 2005, we anticipate only 12 such permits, compared to 38 last fall.

Some AU students study abroad through AU programs not offered by AU Abroad (64 this spring). All AU foreign study programs are now included in the marketing efforts initiated by the new Associate Director for Marketing and Recruitment for International Programs. AU Abroad is working more closely with the schools and colleges to ensure that the program promotion and student advising are better coordinated.

2. **Abroad at AU.** Our new Abroad at AU program, designed to bring international students from prestigious universities around the world to study at AU for a semester or year, will be launched in fall 2005. As of April 12, 31 completed applications for the program have been received, including 17 for the fall 2005 semester, three for spring 2006, and 11 for the entire 2005-2006

academic year. Additional applications are expected. The students are a strong and diverse group, representing 15 universities from 14 countries.

Applicants can participate in Abroad at AU through exchange agreements that also enable AU students to study at partner institutions (e.g., France, New Zealand, Sweden, the United Kingdom, Canada, Mexico, and South Africa); through agreements that provide a one-way flow of fee-paying students from the foreign institutions to AU (e.g., Japan, Lebanon, Egypt, Italy, Korea, and Mexico); or without agreements with their home institutions, which involves a more demanding visa-approval process.

We have recently submitted applications to the International Research and Exchange Board (IREX) and the American Councils for International Education (ACTR) that, if accepted, would enable AU to be a host institution for a designated number of visiting undergraduate students from Belarus, Bosnia-Herzegovina, Macedonia, Russia, Serbia, Ukraine, and countries in Central Asia. AU would be paid tuition, room and board, and other fees by IREX and ACTR for the students selected to participate in the Abroad at AU program. These programs, which are underwritten by the Bureau of Educational and Cultural Affairs of the U.S. Department of State, are highly selective. Each year over 6,000 students compete for approximately 185 spots to study for one year at a U.S. college or university.

The academic aspects of the Abroad at AU program are now firmly in place. "What Is America?" will be a required course offering in fall 2005 and "How Washington Works" in spring 2006. Foreign students at AU for the entire year must take both courses and choose the remainder of their courses from AU undergraduate course offerings. All students completing the program, whether for a semester or a year, will receive a Certificate in the American Experience to acknowledge their academic work at AU.

3. **Center for North American Studies (CNAS).** I am serving as U.S. Vice-Chair of the Task Force on the Future of North America, organized by the Council on Foreign Relations, and have played a key role in drafting the task force's preliminary report, "Creating a North American Community." I have also testified before the Senate Foreign Relations Committee on security issues in North America, presented a paper on the future of North America at a conference of the European Commission at the University of Miami, and spoken about North American issues, especially the lessons that can be learned from the European integration experience, in a forum on the European Union, organized by the Inter-American Development Bank.

CNAS has continued its efforts to promote student exchanges among Canada, Mexico, and the United States. The U.S. Department of Education, through its Program for North American Mobility (FIPSE), has provided \$3,000 for each of ten AU undergraduates to study in Canada and Mexico during the summer and fall of this year. In addition, CNAS is communicating on a regular basis with the highly prestigious Killam Fellowships Program to support AU student exchanges with a number of distinguished Canadian universities. One AU Killam grantee is currently studying at the University of Ottawa, and the second of two Canadian Killam grantees for this year is here now. Two additional AU undergraduates are currently awaiting Killam decisions on their fellowship applications for 2005-2006.

The Center has also increased its efforts to recruit Canadian and Mexican scholars for 2005-2006. Dr. Isidro Morales, Dean of Social Sciences at the Universidad de las Americas in Puebla, will be a Fulbright Fellow at the Center in fall 2005 and will also teach in the School of International Service. Dr. Christopher Sands, a senior associate with the Canada Project of the Center for Strategic and International Studies, will also teach a course on North American politics in fall 2005. CNAS has also signed a Memorandum of Agreement with Mexico's Ministry of Foreign Affairs to sponsor a Mexican Diplomat-in-Residence at AU.

The center is developing a new research initiative, together with the new AU Center for Rulemaking, on regulatory issues in North America. CNAS intends to establish a study group to

examine the nature, extent, and costs of regulatory divergence among Canada, Mexico, and the United States in three key sectors— transportation, agriculture, and cultural industries— and to prepare papers for subsequent publication. Particular attention will be given to the transaction costs caused by cross-border delays. CNAS will coordinate these efforts closely with several other initiatives currently underway by scholars in the three countries. CNAS has also partnered with Pace University to commission case studies of North American businesses, focusing on the ways in which they have dealt with both the obstacles and opportunities they confront in the post-NAFTA North American business environment.

So far, 15 students have enrolled in the third annual CNAS Summer Institute on “Discovering North America.” Also, a 10-day summer institute will be held at AU in June on “NAFTA and the North American Business Environment.” It will bring 19 graduate business students and two professors from the world-renowned business school at the Monterrey Technological Institute (ITESM) in Mexico, together with several Kogod graduate students. AU has also begun planning to expand its links with ITESM through a dual-degree program between the School of Communication and its counterpart at ITESM. Professor Sarah Menke-Fish of SOC is taking the lead in this effort and will be a visiting professor in ITESM’s communication school in the spring 2006 semester.

Our course offerings on North America were enhanced this semester by the Honorable Joe Clark, former Prime Minister of Canada. Mr. Clark, who is a visiting fellow at CNAS this semester, taught a course on “The Foreign Policy of Middle Powers: The Case of Canada,” attended by ten undergraduate and six graduate students.

4. **Center for Democracy and Election Management.** The Center for Democracy and Election Management (CDEM) has devoted the bulk of its recent efforts to organizing and implementing the bipartisan Commission on Federal Election Reform, co-chaired by former U.S. President Jimmy Carter and former U.S. Secretary of State James A. Baker III. The Commission of 21 members includes leading scholars of the electoral process, election reform activists, and such political notables as former Senate Minority Leader Tom Daschle (D-SD) and former House Minority Leader Bob Michel (R-IL). President Ladner is a member of the Commission, and I serve as the Commission’s Executive Director.

CDEM has already raised \$250,000 to support the Commission’s work from the Carnegie Corporation of New York, the Ford Foundation, and the John S. and James L. Knight Foundation, and we are hoping for as much as \$300,000 more from six additional foundations. CDEM is organizing the work of the Commission in association with the James A. Baker III Institute for Public Policy at Rice University, the Carter Center, and *electionline.org*, a national clearinghouse of election reform information sponsored by the Pew Charitable Trusts.

The Commission’s first meeting was held at AU on April 18. It will hold its second meeting in June 2005 at the Baker Institute in Houston and complete its final report in September 2005. The report will be widely disseminated with the aim of informing debate about election reform and offering recommendations for improving numerous aspects of the U.S. electoral process.

5. **ABTI-American University of Nigeria.** Building construction began on the university’s main campus in Yola in January 2005 and will be completed in December 2005. The university will open in September 2005 in temporary quarters for student housing and classes at ABTI Academy, a prep school across from the new campus. The AAUN Board of Trustees held their second meeting on March 21-22 in Abuja, Nigeria.

The Washington Liaison Office has hired senior staff, including the Vice President of University Relations; the Dean of the School of Entrepreneurial Studies and Business Management; the Dean of Arts and Sciences; and the University Librarian. The Office is accelerating its efforts to ensure that the faculty required to teach the inaugural class are hired and report to Yola by the end of July 2005. The admissions process for incoming students is underway and should be completed by June 2005.

6. **An American-style University in China.** AU is nearing completion of an agreement with the Coordinating Council of International Universities (CCIU) and the Jiangsu Provincial Department of Education regarding the development of an American-style international university in the Nanjing Xianlin College and University Town in Jiangsu Province, China. Upon completion of the agreement, AU will establish a China Project Advisory Group, which I will head, to make a site visit to China in late May/early June 2005 and a second visit in October 2005. The advisory group will present a report to CCIU and the provincial education authorities by mid-July 2005. Following their review and response, the advisory group will visit Jiangsu Province again in October 2005 for additional discussion and research. The group will submit a final report in November 2005.

CCIU will finance the activities of the advisory group and reimburse AU for all appropriate expenses related to the site visits. Building upon its valuable experience in launching the American University of Sharjah and ABTI-American University of Nigeria, AU views the China Project as another opportunity to expand AU's international presence while assisting national authorities with the crucial task of developing university education.

7. **Communication.** In response to a request from ABTI-American University, the Office of International Affairs has created a Web-based student applications system tailored to the needs of AAUN. Technical documentation will enable AAUN web staff to navigate the software and customize it to their needs when they become owners of the system later this year. To date, 51 students have applied to AAUN while another 119 students have begun the application process.

The OIA web master has also created communication materials to support the newly formed Commission on Federal Election Reform. A letterhead and listserv were created for print and electronic communication with the members of the Commission. Listserv technology was used to create a secure method of communication in order to avoid the risk of potential spam from reaching commission members. A website was also created to provide the public with information on the commission, biographies of members, background research on federal election reform, links to other organizations and academic centers working on election issues, and news and press coverage of the commission's work. The website will also serve as a repository for the proceedings of the commission hearings, research produced by commission members, and the commission's final report. The website can be viewed at <http://www.american.edu/Carter-Baker>.

FACULTY SENATE REPORT

Chair Anthony Ahrens

Key Issues: Four-course Load • Faculty Action Process • Copyrights and Teaching • Continuing Concerns

1. Motions Approved at April 6, 2005 Faculty Senate Meeting.

- a. **Four-course Load** (Ad Hoc Committee). The objectives of the four-course load are to adjust the balance between teaching and scholarship to comport with the criteria for tenure and promotion in the *Faculty Manual* and to strengthen our position in hiring and retaining faculty as we compete with universities already having four-course loads. The following proposal was unanimously approved in two stages:

Stage 1:

- i) All faculty producing scholarly, professional, and creative work at the level the university regulations specify for tenure and/or promotion should be given a four-course load. Faculty whose conditions of employment with the university mandate teaching loads of four courses a year or fewer will not be affected by this proposal
- ii) This should be instituted by the Provost asking deans, who in turn ask chairs to submit faculty for such loads based on their scholarship, to begin in September 2006. Part of this process of selecting faculty will also be the articulation at the level of teaching units and of schools of more specific criteria for scholarly productivity that correspond to the particular disciplinary manifestations of the more general faculty regulations.
- iii) Colleges and departments will also, at this time, institute a regular review process (to occur, perhaps, every three or every five years) so that changes in faculty productivity will result in changes in faculty load.
- iv) As a consequence of this process, standards for five- and six-course loads will also be articulated and deployed according to the same review process.
- v) Percentages of effort for the purposes of determining not only merit but also faculty effort in other venues shall be adjusted accordingly for different faculty members on different course loads.

Stage 2:

- i) All untenured, tenure-line faculty making satisfactory progress toward tenure should be moved to a four-course load, effective as soon as possible, preferably by AY 06-07.

- b. **Intellectual Property and Use of Copyrighted Materials.** The recommendation by the Senate Committee on Information Services that "The Senate should work with the Provost to establish a clear procedure to respond to American University faculty questions regarding issues of intellectual property and use of copyrighted materials" was unanimously approved.

2. Additional Matters Discussed at March 2 and/or April 6, 2005 Faculty Senate Meetings.

- a. **Ruckus.** Ruckus, a legal media downloading service, was discussed.
- b. **Tenure and Promotion.** Changes to the faculty action process for recommending tenure and promotion were discussed. The proposal below was introduced at the March 2 meeting, resulting in general agreement that the senators should discuss it with their units and provide feedback to the Committee on Faculty Relations and the Senate as a whole on April 6. At the April 6 meeting, the proposal was divided into

two parts for further consideration. If enacted, the proposal would change the *Faculty Manual* as follows (additions to the current language are highlighted in ***bold italics*** in the following paragraph from the *Faculty Manual*):

Part 1: Each teaching unit council must establish a rank and tenure committee.

This committee must be consulted for its recommendation on all faculty personnel actions, and it must keep minutes of its meetings. ***Voting members of unit Rank and Tenure Committees may only be tenured faculty.***

Part 2: ***Only full professors may vote on the promotion of a tenured faculty member from associate professor to professor.*** Rank and tenure committees frequently serve as recruiting committees for the teaching unit and as legislative committees to recommend policies to the teaching unit council respecting faculty appointments and recognition of merit.

c. **Reestablishing a Formal Link between the Faculty Senate and the Athletics and Recreation Department.**

3. **Continuing Concerns.** As of this writing, the main item on the agenda for the May meeting is student evaluation of teaching. Professor Anthony Ahrens, Psychology, will move from Vice Chair of the Senate to Chair.

STUDENT GOVERNMENT REPORT

President Kyle Taylor

Key Issues: The Year Ahead • Community Service • Student Representation and Communication • DC University Federation

1. **The Year Ahead.** On April 17, the Student Confederation officially became the Student Government, and our new administration accepted the mantle of authority. The assumption of this responsibility was eased by the efforts of outgoing President Polson Kanneth and the impressive work of his staff. We inherited considerable momentum from our predecessors and are confident that we can continue to take vigorous action on issues of importance to the student body. The Student Government owes a debt of gratitude to Dr. Gail Hanson, the Office of Campus Life, and Karen Gerlach, Director of Student Activities, for their unwavering support and commitment to voicing student concerns. Thanks are due especially to the members of the Board of Trustees for their interest in the ongoing process of student governance.
2. **Community Service.** AU has always embodied a commitment to community service, which demonstrates our pledge to social justice to the outside world and strengthens it from within. The Student Government intends to fulfill the mandate inherent in 'ideas into action and action into service' by making the expansion and enhancement of community service opportunities a priority. An SG president-appointed community service liaison will work alongside the Community Service Center to increase the depth and breadth of the opportunities available by bringing a variety of campus groups together. By combining the sheer size and energy of the numerous social Greek organizations, additional service clubs, student government, and university resources, we can work to institutionalize community service opportunities. The Student Government will build upon one specific program called Operation Outreach. This program, begun under the auspices of the Student Honors Board, offers twice weekly tutoring to underprivileged students at Stanton Elementary School in Southeast Washington, D.C. It

concludes with all eighty third graders visiting AU's campus for a day of seminar learning with college mentors. Operation Outreach also offers a valuable opportunity for multi-ethnic recruiting, as most of the students it reaches out to are minorities.

3. **Student Representation and Communication.** The Student Government is committed to creating a more representative system of government and more cohesive communication channels from the student body to its leaders and to the administration. To this end, the Student Government has established an outreach committee made up of twenty student leaders from diverse campus communities, representing the interests of over 4,000 students. This board will enhance student representation by acting as the center for campus-wide communication. The outreach committee will develop and manage a comprehensive university calendar so students are aware of events that are of social interest and those at which their voices should be heard. The outreach committee will also act as an information-gathering tool, garnering input from a diverse cross-section of the student body on policy issues. We want to make sure that every student voice is heard. The Student Government will pursue a Leadership Lunch Program, in which interested students will have the opportunity to spend time with a high-profile university official. Our objective is to bridge the gap between students and administrators to offer more direct student representation. We will also be working to reform the Board of Elections in an effort to promote increased voter turnout. In addition, Student Government Project Team representatives will form committees made up of their peers to get additional information to share with university officials. These objectives ensure that students play a more active role in shaping their academic and social environment and avoid last-minute notification of major university decisions.
4. **Reestablishment of the DC University Federation.** This Student Government will take the lead in bringing all of the major DC colleges and universities back together to work cohesively on issues that affect all DC students. Through a series of conferences, we will enhance understanding of what issues are of universal relevance and share information that may be helpful in dealing with university-specific concerns. AU's Student Government will also establish a National Federation of Undergraduate Student Governments. This network of college student governments will be one of the first of its kind to offer resources and support to student leaders across America. It will also present a stronger foundation and cohesiveness for students to work together at taking on issues that affect all university-level students. It will be a tool to share ideas, communicate objectives, and build a unified front to better handle major concerns.

GRADUATE LEADERSHIP COUNCIL REPORT

Out-Going Executive Chair Zen Hunter-Ishikawa

Key Issues: Transition • Student Vote on Tenure Committees • Social Responsibility
• Personal Thank You

1. **Transition.** The Graduate Leadership Council has seen another successful year in terms of providing service, programming, and advocacy for AU graduate students. All events that the GLC has undertaken have been successful in terms of attendance; the issue of off-campus parking has been resolved for the time being with boundaries of enforcement decided upon at the Cabinet level; and the coffee bar in the Bender Library will be functional by the end of this semester. We have held intellectual speaking events

and social events, distributed tickets to historical sporting events in the DC Metropolitan area to link students to their city, and represented students on several fronts in our efforts toward effective student advocacy. The GLC expects to have a new executive chair by April 24, 2005. This person will be introduced at the May Board Meeting.

2. **Student Vote on Rank and Tenure Committees.** We continue to be concerned about student voice at AU. A proposal is under discussion to eliminate the student vote on AU rank and tenure committees. The proposal is endorsed by the Office of the Provost. AU has a long history (nearly 40 years) of students having a substantial voice in its financial, academic, and social decision-making processes. This level of student involvement has served the institution well. The GLC hopes to continue to work with the Faculty Senate to vote down the rank and tenure proposal in May, maintaining student votes on these important matters.
3. **Social Responsibility: Starbucks vs. Pura Vida.** As AU becomes an increasingly competitive university in the U.S. and globally, the GLC wants it to maintain its commitment to its founding principles. Social responsibility has long been one of AU's most important principles. The recent debate over which vendor to select for a coffee kiosk in Mary Graydon Center has brought this issue to light. In discussions leading to the selection of a vendor, Starbucks has been represented as a company that can bring some financial as well as public relations gains to the university. Those who are responsible for selecting the company contend that both companies are compatible with our business model. Most students (researched through polls and publicity campaigns by student leaders) believe that Pura Vida, which serves 100% Fair Trade coffee, should be chosen. Students are also attracted to Pura Vida's non-profit status.
4. **Personal Thank You.** It has been a true honor working with the AU Board of Trustees these past two years. I have learned so much from each and every one of you. While I will be ending my direct affiliation with AU as a student in May, I will always hold AU in my heart. I thank you for the opportunity to work so closely with you, and I hope to one day be successful enough to stand in your shoes and help direct the university as diligently as you have.

STUDENT BAR ASSOCIATION REPORT

President Adam Cohen

In 2004, the WCL Student Bar Association (SBA) articulated the following mission: "To enhance the quality of student life at the Washington College of Law by providing students a broad range of information, programming, representation and services." I have summarized below several accomplishments of the 2004-2005 SBA as well as several initiatives the 2005-2006 SBA will seek to achieve. It would be my pleasure to discuss in greater detail any of the following accomplishments or initiatives with any of the trustees.

1. **2004-2005 WCL Student Bar Association-- Selected Accomplishments.**
 - a. **Faculty's Adoption of Late Grade Reporting Resolution.** WCL policy has long required that its faculty submit their semester grades by a deadline that allows faculty members a reasonable time to review final papers and exams. However, the absence of any penalty for late submission has resulted in faculty often missing this deadline and has had the unfortunate consequence of impeding students' ability to receive financial aid payments and hindering the timely reporting of overall grade point

averages and complete transcripts to prospective employers. This year, the SBA Senate passed a resolution calling on the WCL administration to implement a series of fines against any faculty member who fails to submit grades by the deadline. The SBA presented the resolution to the administration along with a petition signed by approximately 800 students. Shortly thereafter, the WCL faculty formally adopted the policy, which will take effect at the end of the fall 2005 semester.

- b. **Launching of Exam Preparatory Outline Bank.** At the end of each semester, law students nationwide often prepare for final exams by creating detailed outlines that organize their full semester's course notes. Historically, upper-class students have assisted their underclass counterparts in preparing for exams by sharing outlines created in previous semesters—a practice many law schools, including WCL, promote. To facilitate this exchange, this year the SBA launched an outline database for students to submit and download course outlines, which has the effect of providing students the opportunity to consider another student's perspective on how best to organize an entire semester's worth of material. The availability of this resource will lead to a more efficient use of limited study time as well as continue to foster the noncompetitive environment that has become the hallmark of legal study at WCL.

2. 2005-2006 WCL Student Bar Association Initiatives.

- a. **Facilitate Communication between Student Organizations and the WCL Administration.** The SBA recognizes the importance of interconnectedness within the law school, and that WCL is strongest when the students, deans, and administrators all work together to advance the institution's interests. To ensure that the Offices of Alumni Relations and Career Services do not miss opportunities to build and cultivate relationships with those alumni and visitors participating in WCL student organization events, next year the SBA will develop a formal reporting system that will permit these important WCL offices to expand the law school's network while simultaneously respecting the autonomy that student organizations presently enjoy when hosting panel discussions and other events.
- b. **Assume a Greater Role in American Bar Association (ABA) Activities.** In recent years, WCL's SBA has failed to maintain a high level of activity within its local circuit of the ABA. Earlier this month, the SBA appointed a WCL student liaison to the ABA whose primary responsibility will be to identify opportunities for students within that association. In addition, the SBA plans to organize an ABA membership drive next year, which will encourage WCL students to take advantage of other educational and professional opportunities available through ABA.
- c. **Launching of a Multi-Featured SBA Website.** This summer the SBA will launch a new website that will serve as an information hub for WCL students seeking a centralized location for many of their legal study needs. The site will feature an automated feedback system (in order to facilitate the SBA's representation of students); an electronic exchange system (to help students swap books, bikes, apartments, etc.); the SBA outline database detailed above; an online locker assignment and voting system; and numerous other helpful web links including, but not limited to, state bar applications, legal research sites, and young professional networking groups.
- d. **Advocate for a More Reasonable Parking Policy that Recognizes Students' Rights to Park on Public Streets While Simultaneously Respecting Local Neighborhood Interests.** After years of calling on AU and WCL administrators to better articulate various facets of an overly vague parking policy, this past spring AU

finally defined the policy's geographic boundaries, which had long been one of the students' central concerns. However, the area AU has identified as falling within the policy's scope remains excessively overbroad and unfair. The SBA plans to continue challenging this unreasonable policy in the year ahead and will work with the AU and WCL administrations to identify more realistic boundaries that respect both neighborhood concerns and students' rights.

- e. **Work with the WCL Administration to Renovate Student Lounges and to Create a More "Relaxed" Student Study Space.** This past year, the SBA and WCL administration commenced plans to renovate a popular student lounge. In the year ahead, the SBA will continue these discussions with the administration to ensure that these plans move forward as anticipated and are completed in a manner that will best accommodate students' diverse needs and desires.
- f. **Develop Relationships with Local Establishments to Benefit Students.** This summer, the SBA will begin meeting with local community establishments in hope of developing relationships that will result in a variety of financial discounts for WCL students throughout DC. I am proud to report that we have already agreed in principle with the local Starbucks establishment to provide up to 60 gallons of free coffee in the WCL lobby to students on select dates during the law school's reading and exam period. Starbucks has also committed to extending their hours during this same period in order to accommodate WCL students as they prepare for exams.

Former SBA President Arish Gajjar and Vice President Lisa Lockwood have laid a strong foundation for communication between WCL students and the administration, on which I hope to build throughout the duration of my term. I look forward to having the opportunity to report to the Board of Trustees progress on these initiatives and many others over the course of the next year.

STAFF COUNCIL

Chair Melissa Ramsepaul

Key Issues: Election • Community-Building Events • Change of Officers

1. **Elections.** After several discussions regarding potential changes to the Staff Council process for elections, we have decided at this time to make no changes but to keep this as an active agenda item. In soliciting information from other staff members, we are finding that at least as many concerns as statements of support come up with regard to making changes to the existing procedures for the nomination and election process. We feel that this means the issue warrants more discussion and want to take time to consider carefully all sides involved. Hopefully, a final decision will be made sometime in the fall.
Regarding this year's elections, we will hold nominations at the end of May and run our formal elections the first week in June. We will have a total of seven seats open with 13 members returning next year for the second year of their term. New members and the campus community will be notified within a week after the elections close. As usual, elections for next year's executive committee will be held the first meeting in August.
2. **Community-Building Events.** In response to staff members' requests, the Staff Council has planned several events this spring geared towards building the community and getting staff to interact informally. We held a blood drive recently, which was open

to the campus community, and had a good response. At the time of this report, we do not yet have the numbers on donations.

We also have scheduled an international fair to be held in conjunction with the staff showcase as a part of Staff Appreciation Week this year. The fair will include tables for various countries, artifacts from those countries, desserts, artwork, and more. We are hoping this event will grow in the future to include the whole university. This year, staff will be invited to participate, but the whole community will be invited to attend.

In addition, as we approach the summer months, we are in the process of planning several other events, including a book swap in June and informal sporting events such as volleyball on the quad after work or softball, once work on the intramural fields is completed. Our goal here is to encourage staff to be more active and fitness-oriented while having a good time with coworkers.

3. **Change of Officers.** On a personal note, this will be my last meeting as my term limits have been reached. I have enjoyed serving the staff in my capacity as chair and enjoyed participating in the process of moving the university towards its full potential. I look forward to returning to service in some capacity at a later date and have enjoyed working with everyone.

CAMPUS LIFE COMMITTEE

Thursday, May 12, 2005 2:00 – 3:00 pm
Board Room, Butler Pavilion (6th Floor)

<u>Committee:</u>	Pamela Deese, <i>Vice Chair</i>	Margery Kraus	Matthew Pittinsky
	David Carmen	Robyn Mathias	Paul Wolff
	Jerome Del Pino	Robert Pincus	

Administrators & Faculty: Gail Hanson, *V.P. – Campus Life*; Julie Weber, *Director of Housing and Dining Programs*, Associate Professor W. Joseph Campbell, *School of Communication*; (by video) Professor and Director of the Center for Teaching Excellence John Richardson; Eric Ratner, *Resident Director of McDowell Hall*

Campus Representatives: Anthony Ahrens, *Faculty Senate*; Kyle Taylor, *Student Government*; Peter Brusoe, *Graduate Leadership Council*; Adam Cohen, *Student Bar Association*; Melissa Ramsepaul, *Staff Council*

AGENDA (General Session)

Discussion Item: Faculty in Residence Halls: Living and Working with Resident Students

ACADEMIC AFFAIRS COMMITTEE

Thursday, May 12, 2005 3:00 – 4:00 pm
Conference Room, Butler Pavilion (6th Floor)

<u>Committee:</u>	Thomas Gottschalk, <i>Chair</i>	David Carmen	Benjamin Ladner
	Robyn Mathias, <i>Vice Chair</i>	Jerome Del Pino	Matthew Pittinsky
	Michael Capellas	Michael Forman	Paul Wolff

Administrators: Cornelius Kerwin, *Proust*; Mark Huey, *Assistant to the President*

Campus Representatives: Anthony Ahrens, *Faculty Senate*; Kyle Taylor, *Student Government*; Peter Brusoe, *Graduate Leadership Council*

AGENDA (General Session)Discussion Items

1. Provost's Report
2. Retention of Existing Students

Freshman Retention Fall 1996 - Fall 2004

Freshman Class	Entering Full-time	Semester	Registered	Retention Percent
Fall 1996	1102	Fall 1997	912	82.8
		Fall 1998	777	70.5
		Fall 1999	753	68.3
		Fall 2000	98	8.9
Fall 1997	1056	Fall 1998	932	88.3
		Fall 1999	819	77.6
		Fall 2000	766	72.5
		Fall 2001	76	7.2
Fall 1998	1232	Fall 1999	1049	85.1
		Fall 2000	940	76.3
		Fall 2001	869	70.5
		Fall 2002	76	6.2
Fall 1999	1146	Fall 2000	976	85.2
		Fall 2001	856	74.7
		Fall 2002	815	71.1
		Fall 2003	86	7.5
Fall 2000	1272	Fall 2001	1085	85.3
		Fall 2002	951	74.8
		Fall 2003	899	70.7
		Fall 2004	142	11.2
Fall 2001	1387	Fall 2002	1211	87.3
		Fall 2003	1035	74.6
		Fall 2004	992	71.5
Fall 2002	1303	Fall 2003	1211	86.0
		Fall 2004	1013	77.7
Fall 2003	1236	Fall 2004	1082	87.5

"Entering Freshmen Class" includes summer and fall admits registered full-time in the fall semester.

"Registered" includes full-time and part-time status.

Retention of Entering Full-time Freshmen by School/College

	CAS	KSB	SOC	SIS	SPA	AU TOTAL
Enrolled Fall 1999, Retained Fall 2000	82.7%	85.5%	83.9%	87.3%	88.2%	85.2%
Enrolled Fall 2000, Retained Fall 2001	82.3%	86.8%	86.0%	87.0%	88.6%	85.3%
Enrolled Fall 2001, Retained Fall 2002	85.5%	87.2%	86.5%	91.3%	87.6%	87.3%
Enrolled Fall 2002, Retained Fall 2003	84.1%	83.5%	89.9%	87.2%	87.0%	86.0%
Enrolled Fall 2003, Retained Fall 2004	82.8%	89.6%	92.2%	88.7%	88.5%	87.5%

Retention of Entering Full-time Freshmen by Race/Ethnicity and Gender

Race/Ethnicity	Entering Fall 2003			Registered Fall 2004			Retention %		
	M	W	Total	M	W	Total	M	W	Total
International*	9	14	23	8	12	20	88.9	85.7	87.0
American Indian/Native American	3	3	6	3	2	5	100.0	66.7	83.3
Asian American/Pacific Islander	24	49	73	22	47	69	91.7	95.9	94.5
Black	15	52	67	14	46	60	93.3	88.5	89.6
Hispanic	8	33	41	7	30	37	87.5	90.9	90.2
White/Caucasian	282	553	835	246	476	722	87.2	86.1	86.5
Unknown	65	126	191	57	112	169	87.7	88.9	88.5
TOTAL	406	830	1236	357	725	1082	87.9	87.3	87.5

Five Year Average

Race/Ethnicity	Entering Fall 2003			Registered Fall 2004			Retention %		
	M	W	Total	M	W	Total	M	W	Total
International*	96	154	250	78	132	210	81.3	85.7	84.0
American Indian/Native American	9	13	22	8	10	18	88.9	76.9	81.8
Asian American/Pacific Islander	99	194	293	85	177	262	85.9	91.2	89.4
Black	80	230	310	68	197	265	85.0	85.7	85.5
Hispanic	94	163	257	83	143	226	88.3	87.7	87.9
White/Caucasian	1513	2673	4186	1330	2288	3618	87.9	85.6	86.4
Unknown	372	654	1026	317	559	876	85.2	85.5	85.4
TOTAL	2263	4081	6344	1969	3506	5475	87.0	85.9	86.5

* International includes students with non-US citizenship who are not permanent residents.

Entering class includes full-time freshmen only. Registered includes students registered full-time and part-time.

Executive Session
